CITY OF SAN ANTONIO
OFFICE OF THE CITY MANAGER

TO: Mayor and City Council

FROM: Sheryl Sculley, City Manager

COPY: Executive Leadership Team

SUBJECT: 2018 Performance Measures and Special Initiatives

DATE: November 26, 2018

This memo provides a self-summary of my performance and initiatives for 2018, as requested by the Mayor's Office. The sections below correspond with the performance measures identified in the attached Performance Metrics established by the Mayor and City Council in March 2018.

FY 2018 Performance Measures

Professional Skills
As the most experienced City Manager of any large city in the country, I utilize my nearly 40 years of experience managing local government to address the challenges facing San Antonio on a daily basis. As a longtime member of International City/County Managers Association, I remain in close communication with my counterparts around the country to anticipate forthcoming challenges and identify the best practices for addressing them.

In leading the City's 12,000+ employees, I set priorities focused on the critical and basic services needed by our residents: public safety, transportation infrastructure, education (via Pre-K 4 SA and the San Antonio Public Library system), quality of life (via parks and open space and senior services) and economic development. The 2018 Community Survey indicates that overall satisfaction with City services by San Antonio residents is 19 percentage points higher than the national average.

Organizational Staffing
To effectively manage an organization as large and complex as the City of San Antonio, I meet with my Executive Leadership Team weekly and direct their activities on a daily basis. Additionally, I meet with San Antonio Police Chief William McManus every Monday morning and talk with him daily about public safety issues, pending discipline, and the status of policy initiatives. I meet with each Department Director monthly and 200 administrative staff quarterly. I attend department meetings, speak at new employee orientations and mentor staff. I have actively engaged and directed the following programs.

Executive Appointments: In 2018, I appointed eight executives:

- Scott Munson - Assistant Director of Convention and Sports Facilities
- Anthony Chukwudolue - Deputy Director of Transportation and Capital Improvements

- Razi Hosseini - Deputy Director of Transportation and Capital Improvements
- Patricia Musquiz – Cantor - Director of Convention and Sports Facilities
- Veronica Garcia - Assistant Director of the Center City Development Office
- Michael Rodriguez - Assistant Director of Neighborhood & Housing Services
- Mario Martinez - Assistant Director of Metropolitan Health
- Tonda Brown - Assistant Director of Pre-K 4 SA

Currently, 55% of City of San Antonio executives are racial minorities and 43% are women. Since 2005, I have appointed all but one of the top City executives. (There are 99 City executives, including Deputy and Assistant City Managers, Department Directors and Assistant Department Directors.)

Women's Leadership Mentoring Program: In 2018, 27 mentees successfully completed the award-winning Women's Leadership Mentoring Program, now in its fifth year. Since 2014, 139 women have completed the mentoring program, and to date, more than 75 percent of them remain employed with the City and more than 40% have successfully competed for and earned a promotion.

Experiential Learning Opportunities: Human Resources, together with City departments and external agencies, have collaborated to provide on-the-job experiential learning opportunities at all levels for the San Antonio community. The partnerships serve to enhance the City's existing career development programs and provide new opportunities to high school and post-secondary students, in particular. By actively engaging with youth and young adults as they explore potential career paths, we help spark interest in public service careers, teach students about our employment opportunities, and prepare our workforce of the future.

- Apprenticeship Program: Implemented in 2018 to assist with filling high turnover, specialized positions and women in non-traditional positions by providing four months of on-the-job training through temporary, paid employment opportunities. Solid Waste and Animal Care Services hired approximately 11 apprentices in 2018, with three hired into full-time positions upon completion of the program.
- Veteran Fellowships: Through partnerships with ICMA, Joint Base San Antonio, and Hiring our Heroes we have provided fellowships for military service members interested in transitioning to local government careers upon retirement. Two fellows were placed into City departments in 2018 and the program is expected to expand in 2019.

Summer Youth Employment & Internships: Through college internships and the Summer Youth Employment Program, over 100 experiential learning opportunities were provided to college and high school students in 2018. Additionally, in partnership with SA Works and the leadership teams from 15 departments, the City participated in the 3rd annual Job Shadow Day in February. Over 300 local high school students participated, including one all-female Robotics Team class from the Young Women's Leadership Academy that shadowed TCI engineers for the day. This helped bolster TCI's Women in Engineering outreach initiative. Human Resources also hosted a two-day job shadow program with 25 students focusing in human resources from Texas A&M San Antonio. The program included a full-group overview, two networking lunches, and break-out sessions featuring activities from each HR division.

Workforce Diversity: The City continues to utilize the Workforce Diversity Plan to monitor our efforts at achieving a workforce that is reflective of the community we serve. Our efforts have resulted in meeting 98% of our hiring goals. Of the 220 hires needed to meet our goals, two-thirds fall into the categories of

female operations workers and female police officers. This year, I have targeted efforts specifically at addressing these positions. Last year, I formed a focus group of female officers and began meeting with them to identify what barriers exist to the hiring and promotion of females within the police department. This year, I expanded that effort by surveying all female police officers in the department. I acted on their recommendations, updated police special assignment procedures and implemented exit interviews for all officers voluntarily separating from the City. We have also implemented specialized firearms training for females, hosted (and I participated in) the Internal Association of Chiefs of Police Women's Leadership Conference, and begun assigning female training instructors to mentor female cadets.

Management of Compensation and Benefits: In 2018, we deployed a number of cost containment strategies with the intention of reducing overall healthcare costs. This includes the Benefits Value Advisor and Member Rewards Program, which incentivizes employees with cash rewards to utilize the most cost efficient providers in the Blue Cross/Blue Shield (BCBS) network for procedures with the widest variation in cost. An enhanced diabetes management program was added in October 2018 designed to provide members with this chronic condition who may benefit from enhanced monitoring and enhanced medical support. By utilizing these and other cost containment strategies, I was able to recommend no health plan changes or premium increases for our civilian employees for 2019.

In an effort to distinguish the City from others employers in the San Antonio market, we have developed a Student Loan Repayment Program in 2018 designed to attract and retain top talent. This Council-approved program, to be implemented in April 2019, will pay loan servicers directly on behalf of employees currently holding student loan debt.

In collaboration with the Employee Management Committee, a revised step pay plan was developed with a minimum entry wage of $15.00/hour while also increasing the distance between pay ranges to minimize issues with salary compression.

Relations with City Council

In 2018, I led the implementation of Council-approved priorities, including housing policy, increased street and sidewalk funding, equity assessments and the Alamo redevelopment, which are each discussed in greater detail below. While each Council member has new ideas for policies, programs and initiatives, I work to ensure that my team and I work at the direction of the full body of the City Council, by appropriately vetting ideas and making professional recommendations to the Council Committees of jurisdiction.

I meet regularly with each of you, and I produce written reports following up on questions you've asked of me and the City staff. I make myself available to each of you at all hours of the day or evening to ensure responsiveness to you and the people you were elected to represent. I take pride in being direct and transparent, while balancing the sometimes competing interests of the individual Council members.

Fiscal Management

FY 2019 Adopted Budget: In 2018, I led the development of the City's $2.8 Billion Budget, which is balanced and reflects the City's continued commitment to providing public services and programs that enhance the quality of life for the residents of San Antonio. Guided by the City Council policy direction and community input, the adopted budget invests in streets and sidewalks, affordable housing and filling police vacancies with no increase to the City's property tax rate. Indicative of the City's Council

Policy Direction to allocate resources using an equity assessment, the budget assigns funds to streets, delegate agencies, sidewalks, animal care, and code enforcement focusing on the areas of most need. The FY 2019 Budget was developed following city council adopted financial policies that have enabled the City to earn the reputation as one of the best financially managed cities in the United States.

Financial Monitoring: I meet monthly with our budget and finance directors to review the financial performance of the general fund and restricted funds and make adjustments to ensure a balanced budget. The City Engineer, Budget and Finance Directors also meet with me monthly to ensure that our voter-approved bond program and Council-approved capital improvement projects are within budget and on schedule. This monitoring of the budget and capital improvement program has allowed the City to maintain a strong financial position, meet the needs of our growing community, and adapt to changing economic conditions. I report quarterly the financial performance of the City's budget to the City Council at a public meeting.

The preliminary financial results for FY 2018 continue to reflect the benefits of our strong financial management with the City meeting or exceeding the targets established within our adopted financial policies. We also continue to utilize comprehensive long range financial forecasting and planning. The five-year forecast and the City's debt management plans are examples of this sophisticated long range planning.

Maintained AAA General Obligation Bond Rating: In July 2018, I led a team of City staff in discussions with the three major rating agencies, Moody's, Standard & Poor's, and Fitch, on the City's general obligation bond rating. Topics included updates on items such as the City's financial position, financial policies, economic development, local economy, and debt management. All three rating agencies re-affirmed the City's 'AAA' general obligation bond rating for the ninth consecutive year. Following are a few comments from the rating agencies related to the City's financial management:

Standard & Poor's notes the City's "very strong management with strong financial policies and practices" in their assessment of the 'AAA' bond rating. Moody's specifically noted that "the city demonstrates good governance guided by an experienced team. The city's fiscal practices include multiyear budgeting, and five-year financial forecasting, with the capital planning going out further." According to Fitch, among the factors contributing to San Antonio's 'AAA' bond rating are the "City's strong revenue flexibility and growth prospects, minimal revenue volatility and superior financial resilience."

External Audit: The results of the 2017 independent external audit were presented to the Audit & Accountability Committee in April 2018. The City's external independent auditors, Grant Thornton, LLP issued the City an unmodified "clean" opinion on the City's financial statements.

Community Relations

Community input has been a priority of mine and a hallmark of my tenure with the City of San Antonio. The 2018 Community Survey, which is the fifth such survey of my tenure, will be presented to the City Council in December, shows higher-than-average scores across the board relative to both national averages and other large cities in Texas. The polling consultant concluded "the City of San Antonio is setting the standard for the delivery of City services." We use these biennial results to understand community issues and concerns and to strengthen service delivery by the City departments that I oversee.

I remain heavily involved in the community by attending events and meetings on a nightly basis. My after-hours schedule is filled with speaking engagements and presentations to community groups all over San Antonio. I partner with countless community organizations in the development of policies, and I direct staff to secure input from key stakeholders with every major initiative.
While working with the media is as challenging as ever, I make considerable effort to educate the local media on major City issues. I meet regularly with the top executives of local media outlets, initiate editorial board discussions in advance of major Council actions and regularly make myself or my team available to reporters.

Ethics/Individual Characteristics
I hold myself to the highest standards of excellence. I am fully accountable for the execution of City initiatives, and nobody holds me to a higher standard than I hold myself. The breadth of issues that I must have a grasp of grows daily, and this job requires tremendous mental and physical stamina. I believe that I demonstrate on a daily basis my commitment to the job and to the residents of San Antonio. Few decisions are easy in this role, but I believe my track record is one of good judgment and a willingness to adapt and evolve as the circumstances warrant.

The number of Office of Municipal Integrity (OMI) investigations – arguably, a measure of the ethical standards of an organizations – has dropped dramatically during my tenure, from 361 in FY 2005 to 16 in FY 2018, a record low. This is in part due to the ongoing ethics training that I implemented and is now required of all City employees.

Crisis/ Disaster Response Management
I oversaw the safe execution of several major events in 2018, including the NCAA Final Four. The Emergency Operations Center was activated seven times in response to weather and major events. Also in 2018 the Office Emergency Management partnered with the City's Disability Access Office (DAO) to create a formal Emergency Plan for People with Disabilities for the first time. Ten major training exercises were conducted in 2018 to ensure that the Office of Emergency Management continues collaborating with regional partners and stakeholders and is a leader of disaster resilience in our area.

FY 2018 Special Initiatives

Smart Cities
In FY 2018, the focus of the City of San Antonio's smart city program, SmartSA, was to build the program infrastructure, develop key partnerships, develop citizen challenges to be solved, assess potential vendor opportunities, and establish a path forward for testing emerging technology in a real-world setting.

This past year, we established a governance structure for the SmartSA program with CPS Energy, San Antonio Water System, San Antonio River Authority, and VIA to guide the future of SmartSA. This is one of the more unique governance structures because it includes our local utilities, which are often absent in other city's governance structures. We know of no other city that has created this level of municipal collaboration and common strategy. Through this partnership, we created a data sharing agreement with our partners to share data across the various organizations to improve the delivery of services and have agreed to share our individual organizational assets. In addition, City Council approved the creation of three innovation zones at Brooks, Medical Center and Downtown as real-world proving grounds for smart city technology.

We launched several innovative applications including the 311SA mobile app and the new City of San Antonio online open data portal. We also began the installation of digital Kiosks at the Missions, Downtown and the Airport as a way for the City to communicate with residents and visitors. Additionally, we issued a Request for Information to obtain interest in testing autonomous vehicles in San Antonio and better understand this type of technology. We have recommended the potential testing of these vehicles as one of the technologies to be tested within the innovation zones.

In FY 2018 the City established the CivTechSA program with Geekdom to enhance the City's capacity for innovation by partnering with local talent to develop customized technology to address challenges and to grow San Antonio's startup ecosystem. The program helped to increase engagement between community and City through work with over 10 departments and 250 participants. Two startups were selected for 16-week residencies to work with the Department of Human Services and San Antonio Airport to develop customized technology solutions to improve the customer experience. In addition, CivTechSA hosted various events including an Ideathon w/ITSD and paired four departments with students at UTSA, Trinity, and University of the Incarnate Word to develop innovative solutions to department challenges.

Finally, the City is continuing to work towards being recognized as thought leaders in this space. This year the City of San Antonio was invited as one of 26 international cities to participate in the Harvard Smart Cities Accelerator in San Diego, CA. In addition, the City presented on the SmartSA program at various national and regional conferences, including Smart Cities Connect, Transforming Local Government, InnoTech, and the Texas Association of Governmental Information Technology Managers (TAGITM). Texas Government Data Forum, 2020 Connected Cities, and the Texas Association of Telecommunications Officers And Advisors (TATOA)

Alamo Master Plan

I serve as a member of the six-member Alamo Management Committee, representing the City of San Antonio with Councilman Roberto Trevino. The Committee worked through challenging issues, conducted a robust stakeholder engagement effort and ultimately secured critical approvals in 2018. I personally participated in weekly Committee meetings, provided direction to City staff and attended all of the public meetings.

This year the design team further developed the five key concepts of the Master Plan and proposed specific site strategies, collectively referred to as the Alamo Plan. The more prominent strategies include closing and restricting sections of Alamo Street, Houston Street, and Crockett Street to pedestrian and emergency vehicles only; repairing and relocating the Cenotaph within Alamo Plaza; developing a new Fiesta parade route that honors the complete history of the Alamo; assessing the adaptive reuse potential of the Crockett, Palace, and Woolworth Buildings; establishing a formal point of entry to the Plaza during museum hours; and leasing to the GLO portions of the Street and Plaza necessary to recapture the Plaza.

Development of the site strategies was informed by Alamo audience research, a brand perception study, and extensive public involvement. Outreach during development of the plan included 26 public meetings in San Antonio and throughout the state and 34 other stakeholder meetings. The Alamo Citizens Advisory Committee met nine times and endorsed the plan on August 30th by passing seven resolutions in support of the recommended site strategies. The resolutions were submitted to the Management Committee, which unanimously approved the plan.

On October 2nd, the Executive Committee, comprised of Mayor Ron Nirenberg and Texas Land Commissioner George P. Bush, approved the plan. In a combined meeting on October 10th, the Planning Commission recommended approval of the street closures and lease agreement with the GLO; the Historic and Design Review Commission provided conceptual approval of the Alamo Plaza design and approval to repair and relocate the Cenotaph. HDRC will review final design and the Cenotaph relocation site at a later date. City Council passed an ordinance on October 18th that authorizes the recommended street closures, lease agreement with the GLO, and the restoration and relocation of the Alamo Cenotaph. Support of the Fiesta Commission and associated organizations and the adjacent property and business owners was crucial to approval of the plan.

City Hall/Frost Tower Renovation Projects

I meet with and direct staff on a regular basis regarding both the City Hall and Frost Tower renovations. My direction from project inception has been to ensure the Frost Tower project is cost-neutral to the City and its taxpayers.

City Hall Renovation: In 2018, City Council approved a $38 million renovation of City Hall and authorized staff to negotiate and execute a contract with Guido Construction. To accommodate the project schedule and to allow abatement work to commence on time, seven departments relocated to temporary offices in July. To accomplish this, two modular buildings totaling over 11,000 square feet were constructed on the vacant Annex Lot, with site work commencing in early May and staff Move-in accomplished in mid-July. In addition, improvements were made to four existing buildings to ready them for occupancy by departments relocating as a result of the project.

We are currently finalizing the schematic design, and the project is moving into the design development process. Phase I of demolition, which includes removal of mechanical and electrical equipment as well as non-structural walls and dropped ceilings, is complete on floors two through four. Additional demolition work is underway on the first floor and will be completed next week, which is consistent with the project schedule. Structural demolition to penetrate the floors allowing for a new monumental stair between floors two and four will occur in early December. Staff will review and approve design development documents in December. Construction will continue throughout 2019, and staff and elected officials will return to the building in January 2020.

Frost Tower ("City Tower") Renovation: To oversee project implementation, a committee structure comprised of members of the ELT and the Executive Team was established to oversee the project and report to me on a monthly basis. This brought organizational leadership over core components of the project planning and implementation, reporting up to Lori Houston. The Design-Build Committee has overseen the completion of the Phase II program, which identified all staff across twenty-five departments that will relocate in whole or in part to Frost. The program also identified and outlined organizational and departmental needs as a result of extensive interviews and discussions with department leaders and members of the Executive Leadership Team. In this process, consistent standards have been established to allow for a consistent and equitable work environment for city staff. In addition, a group of department staff have been identified to champion the project and assist with communication back to departments, and a survey of employees focused on potential amenities for the building was completed.

The procurement process resulted in a recommendation to award a design-build contract to a joint-venture of Skanska-Nunnelly. City Council approved the project and authorized the negotiation and

execution of a contract with Skanska-Nunnelly on September 6th. The design-build team is currently validating the program document and creating initial design templates for each floor of the tower, as the architecture and layout on these floors will be fairly consistent. On December 7th, Department Directors that lead departments moving to Frost will review the initial templates as well as the building load plan which identifies the location of teams and departments in the building. We intend to brief you on these items at our November 29th meeting.

The initial schematic design is expected to be completed in February/March 2019. Construction will commence when Frost Bank moves-out of the building in July 2019. A phased move-in of 1,500 employees and 25 departments will begin in October 2020 and will be completed in March 2021.

Equity Principles training and implementation

I created the position of Chief Equity Officer to ensure City processes have equitable outcomes for San Antonio residents. Equity training was completed in five departments in 2017, and a shared understanding of equity was expanded and reinforced across the organization in 2018. This training included in-depth, comprehensive workshops on advancing equity through the application of the equity impact assessment tool to City programs and in preparation of the FY 2019 operating budget. In 2018 a total of eight departments completed equity impact assessments on six high profile initiatives, including SASpeakUp and the Delegate Agency funding process. All departments will report on their implementation progress in 2019.

In addition, the Parks Department incorporated equity in developing strategies to connect low-income children of color to natural areas. The Government and Public Affairs Department utilized equity in the initial planning and stakeholder engagement related to the 2020 Census. We also completed an equity impact assessment of City boards and commissions with the goal of increasing participation by women and people of color.

The City's equity work was highlighted in 2018 through several national awards including the International City/County Management Association (ICMA) Diversity and Inclusion Award and the Robert Wood Johnson Culture of Health Prize. San Antonio was again recognized as an All- America City for our equity and civic engagement work and, for the first time, received the highest possible score of 100 in the Human Rights Campaign Municipal Equality Index.

Airport System Development Committee Support

In consultation with the Mayor on his vision for the purpose of the Committee, I formalized the role of the Aviation Department and the support needed for this Committee's work. We developed a unique 2-phase strategic development planning initiative, which will ultimately produce an FAA required update to the Airport Master Plan. The purpose of phase 1 was to address the "will it fit" question based on a data informed analysis. Phase 2 of the strategic development plan will make recommendations about terminal and airfield expansion options, including possible funding sources. To assist the Committee in reaching its conclusion to Phase 1 of the study, our Aviation Department Director proposed key topics to be considered, in collaboration with the Committee chair, John Dickson. The City engaged WSP, a nationally recognized expert on airport master plan development, which assisted with data analysis and collection for the Committee. I attended and provided input on a number of the Committee meetings and oversaw Aviation department's work to secure external presentations, including airlines, the FAA, as well as local stakeholders and partners. I meet regularly with the Committee chair to ensure timely and comprehensive analysis and outcomes.

This support facilitated a detailed, data-driven set of recommendations, ahead of the established schedule, regarding the long-term development requirements for the City's Aviation needs and how they may be met at the current site. After eight meetings throughout the past year, the Committee developed its recommendation to the Council, which proposed an expansion of the Airport's current location, rather than a costly and arduous search for a new airport location.

Recommendations were well-received by City Council, establishing the conditions for detailed analysis of terminal and airfield expansion, which will occur as a part of phase 2 of the strategic development plan in calendar year 2019.

Climate Action & Adaptation Plan Development

The SA Climate Ready, Climate Action & Adaptation Plan (CAAP), development process (initiated in Nov 2017 in partnership with UTSA and CPS Energy), kicked off 2018 with the recruitment of a stakeholder process with over 90 individuals to guide and provide technical assistance in the development of the plan. Through five technical working groups and the Steering Committee, these stakeholders represent a broad spectrum of the San Antonio community including Chambers of Commerce, Real Estate Industry; Social and Environmental Justice Organizations, Health Organizations, Education and community. These groups meet on a monthly basis. Since January 2018, public engagement has consisted of participating in over 119 community meetings and events with over 5,700 attendees.

In addition, we completed the 2016 Greenhouse Gas Inventory for both the San Antonio community and for municipal operations, which quantifies the emissions that contribute to climate change. A study completed by UTSA also completed this year is the Climate Projections for the City of San Antonio that provides insight of the climate changes we expect to experience and what we need to do to prepare and adapt. We will release the draft plan for public comment in late January 2019 and for City Council adoption consideration in April 2019.

2017 Bond Program Implementation Progress

2017-2022 Bond Program projects are on schedule and within budget, with over 67% (121 of 180 projects) in design, 19% (34 of 180 projects) under construction, and two projects already completed.

In May 2017, voters of San Antonio approved an $850 million General Obligation Bond Program. The City's largest bond program will fund 180 improvement projects throughout the City and a new program of neighborhood improvements that will facilitate the construction of affordable and workforce housing. Immediately following the vote, the City released three separate Requests for Qualifications (RFQs) for design consultants, and in October 2017 City Council approved staff recommendations to execute 107 design contracts that included 48 civil engineering contracts for streets, pedestrian, bridges and drainage projects; 14 architectural contracts for library, community and sport facility projects; and, 45 landscape architecture contracts for park projects.

Preparation of Legal Defense of Fire Lawsuits

After years of unsuccessful efforts to encourage the fire union to come to the table, the City retained Jefferson Dubose, a highly reputable appellate firm, to prepare a request to Texas Supreme Court to hear the Evergreen lawsuit. I requested Amicus Briefs from the Texas Association of Business, NuStar, and multiple San Antonio Chambers of Commerce, which they submitted to the Texas Supreme Court. Unfortunately, the Texas Supreme Court decided not hear the case, and we have since prepared a joint Motion to Dismiss the lawsuit.

Arts Agency Funding Process

In FY18, Department of Arts & Culture managed an extensive community and stakeholder engagement process, surveyed 3,000+ residents, visitors and arts patrons, and benchmarked other cities' best practices to develop new Arts Agency Funding Guidelines that were recommended by the San Antonio Arts Commission and adopted by City Council in February 2018. The new Guidelines address cultural equity by creating a new category of funding for agencies whose mission and primary programming preserves, promotes or enhances a specific women/minority culture. The Guidelines also provide funding stability with a 3-year formulaic and priority-based funding for agencies that meet minimum eligibility criteria. To safeguard agencies from substantial fluctuations, decreases/increases were limited to 25% of the previous year allocation, and new organizations were phased-in gradually.

Funding is based on available HOT revenue and is prioritized as follows:

1. Festivals (max 20% of cost of festival);
2. Artist Re-Granting (max of $40k/yr);
3. Culturally Specific Agencies;
4. Capacity Building;
5. Base Operational (a graduated formulaic calculation based on past 3 year's expenditures).

After an online, open/transparent application process and thorough peer review, the San Antonio Arts Commission recommended and City Council approved ~$7M funding for 47 agencies. The policy includes increases for years two and three, based on projected HOT revenues and following the same priority guidelines. The application process was audited by a third party with no findings. All agencies have submitted performance and financial information in the new nationwide SMU/DataArts accountability tool. This information, along with agencies' collaborations and board diversity plans, are currently under review by the Department. The Department will perform a thorough analysis of the impact of the new Guidelines and provide recommendations for updates to the Guidelines for the next three-year cycle beginning in FY2022.

Delegate Agency Funding Process

An Equity Impact Assessment was completed for the Human Services Consolidated Funding Process in FY 2018 to maximize the impact of delegate agency funding. As a result of this strategy and a collaboration with other community funders, including United Way and the Area Foundation, the FY 2019 Consolidated Funding Process was more transparent and reflected the input from the delegate agencies. Through eight community input meetings, 150 non-profit providers and stakeholders provided input on the Request for Proposal/contract requirements and strategies focusing on the highest need populations. The applications received through the Request for Proposal align with Human Services long-term outcomes and direct services to reduce disparities and promote equity.

In total, 56 agencies and 88 programs were awarded close to $22.6 million. Human Services also made significant internal changes including strengthening outcomes and standardizing metrics. A 10-year history of agency funding and performance was provided to City Council. Human Services developed a contract administration protocol that includes reporting results to City Council and the public quarterly for FY 2019. Learning networks with delegate agencies have been established to discuss ongoing evaluation of programs and results.

Organization Succession Planning

In 2018, we continued to grow several programs initiated under my leadership to foster successor leadership and professional development within the City organization.

Management Development Institute (MDI) and Executive Leadership Program (ELP): In 2018, 24 managers completed the MDI, and 11 executives completed the ELP, which were created in 2007 to provide mid- managers and executives with the management and leadership skills necessary to be successful in the City organization and grow in their professional careers.

Women's Leadership Mentoring Program: In 2018, 27 mentees successfully completed the award-winning Women's Leadership Mentoring Program, now in its fifth year. Since 2014, 139 women have completed the mentoring program, and to date, more than 75 percent of them remain employed with the City and more than 40 percent have successfully competed for and earned a promotion.

Supervisory Excellence Training (SET) Academy: By the end of 2018, 95 percent of Supervisory and Managerial Employees have completed the City's original SET Academy, which consists of 32 hours of classroom instruction on Coaching and Discipline, Performance Management, Recruitment, and Leave Management. In 2018, an additional eight hours of instruction was added on Classification and Compensation.

Management Fellowship Program: We also continued to grow the Management Fellowship Program, which enables the City of San Antonio to recruit the best and the brightest emerging local government professionals from across the country. Since its beginning in 2007, this program has recruited 27 Fellows from some of the top schools in the country, including Kansas, Syracuse, UT-Austin, Texas A&M, North Carolina, Arizona State, BYU and UTSA. More than eighty percent of the candidates hired into the program have been women or minorities. Alumni of the program have gone on to make significant contributions in numerous City departments.

Educational Opportunities: In 2018, we continued to offer opportunities for employees to further their education while with the City. In partnership with SAISD we continue to promote our GED preparation program and in 2018 expanded our tuition reimbursement program to cover the cost of GED testing fees. We also completed the first full year of the Upgrade program. Upgrade, a program offered through the San Antonio Education Partnership, provides one-on-one educational advising services to adult learners who have some post-secondary credit, but no degree or certification. In the first year of the program, 35 employees have re-enrolled in school with many more currently receiving advising services in preparation of re-enrollment.

Special & Interim Assignments: There are multiple ways that departments can work to provide development and succession planning opportunities for their staff. Special and Interim Assignments provide an opportunity for employees to grow professionally and prepare for a larger role in the organization while filling a short-term operational need. In 2018, there were nearly 800 instances where Special/Interim Assignments were provided to employees, including six Executive Interim Assignments. Additionally, Human Resources works with departments to ensure that they have the correct positions in place to effectively run the department while providing succession planning for department leadership. In 2018, Human Resources worked with client departments to create 11 new job titles within the managerial pay ranges, which resulted in 22 promotional opportunities for employees.

Implementation of Council-approved Projects
As noted above, I have overseen the implementation of numerous Council-approved projects in 2018. Two additional programs are described below.

Housing Policy Task Force Report Implementation
In August 2017, Mayor Nirenberg established the Mayor's Housing Policy Task Force (MHPTF) to develop a comprehensive affordable housing policy for San Antonio. After a year of work, the Task Force's final report was accepted by City Council in September 2018. In response to the MHPTF recommendations, I recommended $17 million in new funding to be included in the City's FY 2019 Budget, bringing the total annual funding for affordable housing initiatives to $25 million. The funded initiatives include affordable housing preservation, first-time homebuyer assistance, gap financing for new single-family and multi-family housing, development of a coordinated housing system, and establishment of a risk mitigation fund and policy.

Under my direction, the Neighborhood and Housing Services Department (NHSD) developed a 10-year Affordable Housing Business Plan with a focuses on the first three years to implement the FY 2019 increased funding levels for affordable housing consistent with the MHPTF final report recommendations. Within the first full month of FY 2019 (October 2018), NHSD has accomplished the following activities:

- Reorganized 11 staff members with housing related responsibilities within other City departments to NHSD
- Hired 11 of 12 new staff members funded in the NHSD FY 2019 Budget focused on affordable housing
- Worked with the Mayor's Office to finalize the restructuring of the Housing Commission
- Executed a professional services contract with LISC San Antonio
- Replaced 13 of 15 targeted roofs for the Under 1 Roof program despite nearly 50% of work days being rained out
- Qualified 28 of 42 residents for the rehabilitation program with the remaining being near-qualified
- Assisted 3 of 9 residents with the Homebuyers Assistance program with the remaining six qualified and house-hunting
- Released a $7.5 million RFP for Gap Financing for new affordable housing units
- Held two community meetings to gather input to develop the new risk mitigation fund policy
- Released a Request for Proposal (RFP) for the San Antonio Housing Trust Strategic Plan Organizational Assessment

Symphony Funding
In March 2018, the City and County created a new City-County Symphony Transformation Task Force. The Department of Arts and Culture staffed the Taskforce and contracted with Michael Kaiser of the DeVos Institute of Arts Management to develop a strategy for symphonic music in San Antonio. The strategic plan was submitted in June 2018. The Taskforce recommended that the symphony orchestra remain at 72 musicians and 30-weeks. The strategy outlined a model for growth and sustainability that is comprised of four components that rely heavily on each other:

- Artistic Programming;
- Education and Outreach;
- Marketing; and
- Fundraising.

Finally, the Taskforce recommended several milestones that must be achieved by December 31,2018 to include hiring an Executive Director by December 31, 2018 and completing a strategic vision/plan by December 31, 2018. Both milestones have been completed, and the new Executive Director will start January 2, 2019. The San Antonio Symphony applied for funding through the competitive arts funding process and was awarded $460,500. The disbursement of any funding is contingent upon the implementation of several milestones. The first disbursement on $115,000 was distributed in November.

Conclusion

2018 was a challenging year for a number of reasons, but we as an organization accomplished service delivery most important to our residents public safety, infrastructure improvements, and social services. As City Manager, I am proud that City staff has executed on the big priorities of the City Council, while improving efficiency and service delivery to our community. I welcome your feedback as your review this self-summary and evaluate my performance relative to the established metrics. Thank you for the opportunity to serve San Antonio.

CITY MANAGER: Sheryl Sculley
Proposed Performance Standards and Initiatives (FY 2018)

Performance Measures

	Rating by Evaluation Factors				
	Unsatisfactory	Needs Improvement	Meets Standards	Exceeds Standards	Outstanding
Professional Skills[1]	2	4	6	8	10
Organizational Staffing[2]	2	4	6	8	10
Relations with City Council[3]	2	4	6	8	10
Fiscal Management[4]	2	4	6	8	10
Community Relations[5]	2	4	6	8	10
Ethics/Individual Characteristics[6]	2	4	6	8	10
Crisis/Disaster Response and Management[7]	2	4	6	8	10

Add the rankings together = cumulative rating _____ **(max 70)**

Evaluation Factors:

(1) Maintains knowledge of current development affecting the practice of local government; management-anticipates and analyze problems to develop effective approaches to solving them; sets a professional example by handling City business in fair and impartial manner; sets priorities consistent with effective and efficient delivery of City Services.

(2) Recruits and retains highly capable personnel; provides for appropriate level of supervision and training to improve performance; Stays accurately informed re: management of compensation and beneifts plans in a fair and financially responsible manner; promotes training and development opportunities for employees at all levels of the organization.

(3) Carries out directives of the body as communicated or voted at the appropriate forums; sets Council meeting agends with background information on policy and action issues; responds well to requests; facilitiates decision making with pertinent facts; is appropriately responsible to individual requests.

(4) Prepares a balanced budget to provide services at a level directed by Council; prioritiezes the need to operate the organization in a cost-effective and efficient manner; ensures proper financial planning, analysis and accountability; monitors and manages fiscal activities of the organization, appropriately. This category includes preparation of proposed budget consistent with Council goals/priorities, as well as implmentation of same.

(5) Makes an effort to understand general community issues and concerns; remains involved and active in the community; represents the City well and in a professional and positive manner; works proactively with the media and press; works effectively with community organizations including chambers of commerce, Bexar County, and other agencies; educates the community on City goals and services.

(6) Diligent and thorough in discharge of duties (self-starter); exercises good judgement; displays enthusiasm and willingness to adapt; exhibits mental and physical stamina appropriate for the position; exhibits composure, appearance and attitude appropriate for executive position; conduct and behavior with high ethical standards.

(7) Coordination of staff and agencies in response to disasters or similar crises that may arise; management of same.

FY2018 Special Initiatives

	Rating by Evaluation Factors				
	Unsatisfactory	Needs Improvement	Meets Standards	Exceeds Standards	Outstanding
Development/Implementation of Smart Cities	1	2	3	4	5
Alamo Management Committee Representation	1	2	3	4	5
City Hall/Frost Tower Renovation Projects	1	2	3	4	5
Promote training & implement equity principles	1	2	3	4	5
Airport System Development Committee support	1	2	3	4	5
Climate Action/Adaptation Plan support/work	1	2	3	4	5
2017 bond program implementation progress	1	2	3	4	5
Preparation of legal defense of fire union lawsuits	1	2	3	4	5
Mgmt. of arts agency funding process	1	2	3	4	5
Mgmt. of delegate agency funding process	1	2	3	4	5
Organization Succession Planning	1	2	3	4	5
Implementation of Council-approved Projects	1	2	3	4	5
Housing Policy Task Force report implementation	1	2	3	4	5
Long-term funding solution for Symphony	1	2	3	4	5

Add the rankings together = cumulative rating _____ **(max 70)**

Basis for consideration of one-time performance pay:

Add: Cumulative Rating of Performance Measures		(max70)
plus: Cumulative Rating of FY 2018 Special Initiatives		(max 70)
Equals: **Total Combined Rating of Councilmember**		(max 140)

Performance Pay will be determined by adding the Combined Ratings of all 11 councilmembers (max possible score of 1540 and dividing by 11 If appropriate, the Mayor may elect to omit the highest and lowest ratings to estimate a more accurate average of Council scores.

Performance Pay will be as follows:

Average Rating	Performance Pay	Average Rating	Performance Pay
84 or below	zero	115	$ 62,500
85	$ 10,000	117	$ 66,000
87	$ 13,500	119	$ 69,500
89	$ 17,000	121	$ 73,000
91	$ 20,500	123	$ 76,500
93	$ 24,000	125	$ 80,000
95	$ 27,500	127	$ 83,500
97	$ 31,000	129	$ 87,000
99	$ 34,500	131	$ 90,500
101	$ 38,000	133	$ 94,000
103	$ 41,500	135	$ 97,500
105	$ 45,000	137+	$ 100,000
107	$ 48,500		
109	$ 52,000		
111	$ 55,500		
113	$ 59,000		